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EXCERPT FROM 31st MEETING
CIA CAREER SERVICE BOARD
13 May 1954

MR. KIRKPATRICK: Is there any new business you have to bring up,

25X1A9a [REDACTED] Or anybody else? Because I want to go back to item 3. Alright, Item 3 is "The Career Service of the Central Intelligence Agency", the final draft of the proposed Regulation.

You will recall that last week Mr. Reynolds said that he had several misgivings about this report, and voiced these misgivings. You will also recall that I pointed out that these particular misgivings - that is, the difficulty of "second-class citizens" as apart from the career service, had also been discussed over a considerable period of time. After the meeting, at one of the Director's staff meetings, I advised the Director that this Regulation had been agreed upon by the Board and would be coming to him for approval inasmuch as it was a highly controversial measure and a policy measure which should not be implemented without the fullest consideration. The Director asked whether this was a unanimous opinion. I stated that the Board was in agreement on it but that there had been considerable disagreement along the line from various components of the Agency, but I thought it had been fairly well ironed out. I also suggested that the Director might like to attend a meeting of the Career Service Board so that it could discuss this specific Regulation with him. Mr. Reynolds advises me today that he has discussed the matter with General Cabell, and that he feels there are so many bugs still in the Regulation that it would be unwise to implement it at the present time; and further suggests that the contemplated dissolution of the Career Service Board and the transition to a Personnel/Career Board, as has been discussed, should take place at the earliest possible date.

Before turning the discussion over to Mr. Reynolds to make his views known, I would like to state my views on this subject, even at the possible risk of some reiteration. As Inspector General in my report on the Personnel Office, and I believe I've told you all this before, I pointed out that I thought the present system did tend to dissipate the authority of the Personnel Office, and that at an early date the Assistant Director for Personnel should become the Chairman of the CIA Career Service Board. At the time that Mr. Reynolds took over as Assistant Director for Personnel, a meeting was held to discuss various problems concerning the Personnel Office and Career Service - at which meeting I was not present - at which time it was discussed as to

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whether Mr. Reynolds should take over the CIA Career Service Board simultaneously with becoming Assistant Director for Personnel. At the risk of making myself unpleasant, when this particular regulation was presented to me I declined to concur in it, and at that particular juncture the Director went along. I pointed out that certain items were in progress on the CIA Career Service Board for which I was willing to assume responsibility and take a minor share of credit for having started these items, and that I would like to finish them out. Shortly before General Cabell went on his trip, Mr. Reynolds and I discussed the identical situation with the Deputy Director, and decided that the ideal time for this transition would be simultaneously with the implementation of the career service program, and the general transition of this Board fading out of existence and a new board being established.

Harry now feels quite strongly that this transition should take place immediately, and I gather he also feels that the regulation on career service should not be implemented as of July 1st, there being too many bugs in it, and consequently feels that the entire transition should take place forthwith.

As far as I am concerned I do not wish any further to be a party to what seems to be impeding the progress of career service, and herewith submit my resignation as Chairman of the CIA Career Service Board. And secondly, I make a recommendation that this Board dissolve itself and turn the entire matter over to the Assistant Director for Personnel.

Mr. Reynolds, the floor is yours.

MR. REYNOLDS: The main factor in my reaching this decision was that we spend 100 percent of our time on personnel business; and I feel that we can do more to further the career service program and put it on firm ground because we are in the business 100 percent of the time. I would propose, therefore, that we take this regulation in the Office of Personnel - which is the basic regulation - and implement it in pieces so that the very points which were brought up by Ted this morning at Red's meeting, that the overseas people thought this thing was just a snare and a delusion, can be submitted to them in a form which really means benefits and definite progress.

Now we have performed two definite acts which I think are true career service: one is the overall promotion policy and the other one is this JOT - Junior Officer Trainee Program. We have to get the insurance thing so that it can be presented to the Agency as an accomplished fact and that it is a benefit. We have to settle a number of other questions which we bring up

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in here so that when we present this to the rank and file of the Agency we really have the career service that we can answer every question on, and not be embarrassed by trying to gloss over something we can't answer, which we couldn't do if we went through with the program which we outlined in trying to make this up into a package to deliver on July 1st. Now I am completely sure that a career service program in this Agency should be in it, and should be Agency-wide, and that it should be exactly along the lines for a sound personnel program, and that is why I think that this integration should take place at once.

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[REDACTED] I'd like to make one statement here, to make sure my remarks this morning at the DD/A meeting were taken in proper context. I said there, as I have said many times since coming back from the Far East trip, that the bad reaction we get in the field is because we never put anything on career service in the field - because we haven't put out this kind of career service policy and not because we wait for the insurance program, and what have you. We need to get SOMETHING of this program out into the field - the same kind of thing we have in headquarters already. So what I had to say this morning I think has no bearing on what Mr. Reynolds said.

MR. REYNOLDS: I realize that and I don't want your statement this morning misconstrued by this Board here. It impressed me, Ted, with great emphasis, that we have got to get something to the field - to the point of where I told General Cabell and told Kirk that I would, myself - just as soon as we had this thing jelled to a point where we could properly present it - that I would go one way overseas and somebody else the other way overseas, and personally tell this to the major components, if that is the way to do it.

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[REDACTED] Based again on what I said this morning, I still don't understand why we get so much around headquarters and never anything out to the field advising people.

MR. REYNOLDS: Then I think we should work very, very closely with you, starting at once, to see that something gets out to the field in writing anyway.

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[REDACTED] What?

MR. REYNOLDS: I'm not sure. I don't know "what". That is one of the reasons that I did not feel we could deliver this neat package to the Agency as a whole on the 1st of July. And I think we have a lot more work to do in our Office, which is concerned 100 percent.

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25X1A9a [REDACTED] You mean redraft the thing?

MR. REYNOLDS: I think it has to be a series of things, and we have to do them very promptly. I think one of the most important things, and

25X1A9a I am impressed by [REDACTED] statements on that, is to get this insurance business, which is a very favorable and an excellent proposition for the Agency as a whole - it's better than anything else anywhere else in Government - to get that out and get it to these people and say, "This is the principal element - the first element we are delivering - of career service."

25X1A9a [REDACTED] Isn't the insurance program going to apply to everybody?

MR. REYNOLDS: But I look upon the career service of CIA as the whole Agency. And as we go on those who do not get into those things will be those people who refuse to go overseas by reason of whimsy or who are not true career employees.

25X1A9a [REDACTED]: I am puzzled by something. Either it hasn't been said or I am a little dense. Is the nuts and bolts of this the fact that the Deputy Director is dissatisfied with the work the Career Service Board has done on this program? Or just what is the issue?

MR. KIRKPATRICK: I'm afraid I couldn't answer that. I haven't discussed the matter with the Deputy Director.

25X1A9a [REDACTED]: Speaking just as one individual around here, I've been working on this thing for 3 years now. I totaled that up yesterday. Which means I put a hell of a lot of the Agency's time into it. And if the work of the various task forces and the various studies that have been made on this thing, by the best people we could find to do it, isn't satisfactory, then I think it would be only fair to tell us.

MR. REYNOLDS: That is not true, Dick. The Deputy Director's feeling in this thing is exactly the same as my own, that it is part of the personnel program in this Agency, and for that reason it should be integrated at once. I don't for one moment propose to alter one single thing that has been done for the good of the Agency. Furthermore, the Board as constituted will be this same board, and I would call upon this Board for concurrence and assistance in anything to do with this, because we have got to do it that way.

25X1A9a [REDACTED] Will it be the same Board, though?

MR. REYNOLDS: Well, virtually the same. It's in the April 1

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minutes that we had here. I didn't bring that with me - but it's the same. It's the six components of the Agency represented on it, with the amendment of 3 April which says the AD/P is the Chairman.

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[REDACTED]: I think career service, Harry, is certainly tied up with personnel problems, and it is of more interest, naturally, and more your job than anybody else's, but it affects everybody in this Agency, and it's vital in our operations and everything else.

MR. REYNOLDS: Doesn't everything that the Personnel Office performs affect the whole Agency vitally? We wouldn't be worth a damn if we didn't think of the Agency as a whole, and the welfare of the people in it. We are concerned with people. Where does my basic charter as the AD/P differ from the basic concept of career service? Where?

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[REDACTED] Will the Personnel Office re-do this and implement it from there on, or what?

MR. REYNOLDS: It will be implemented with the concurrence of the six major components who sit around this table now. You heard me last week - a week ago tonight - and I felt that some of those pitfalls have got to be either completely dissolved as being just a dream or figment of my imagination, or they have got to be solved in some way so that they are realistic to the people of CIA.

MR. KIRKPATRICK: I think that is perfectly true, Harry, but where I fall away from you on that particular issue is: What has happened then to the work, the discussions, the debates and the deliberations on these very same and identical pitfalls, that has gone on in the past? Is all of that just lost again?

MR. REYNOLDS: Certainly not. It all has a very strong bearing on this thing, and the one thing - when I told the Deputy Director this morning Dick had said he felt this was a question on which the Director should sit down and go over the whole thing, he said, "I am completely consonant with that." And that was the thing that more than anything else aggravated my wish to start this thing and implement it at once.

MR. WHITE: May I say something, Kirk? I believe we have two problems here. The first is the timing in transferring these functions to the Personnel Office. My understanding of this whole business - and just to clarify a point, the meeting to which you referred was not called to discuss career service in any way. It did come into the meeting. But I

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think the Board should know the meeting which Kirk referred to was merely called for the purpose of stripping me down to size and putting Harry in business, and so forth - that when the Personnel Office went from the DD/A to the immediate jurisdiction of the Director, the career service did come in. With that one exception I think the facts are just about as Kirk related them. But however that may be, we have agreed at this table, and not too long ago, that that transfer should take place, and it's a question of WHEN it should take place.

Now it seems to me, as far as I am concerned, that that is a matter between you and Harry Reynolds and the Director. I personally don't care who carries the Career Service Board between now and the 30th of June. I think that is something which could best be decided by a conference between you and Mr. Reynolds and General Cabell. I am sure the rest of us would be more than happy to take what came out of that meeting. I'd like to recommend that that be done.

Now the other problem, and I think it's a different problem, is what you do about this proposed career service package. Now as you quite properly say, these things have all been fought around this table now for many months, and I for one, as we have gone along, have expressed my concern about some of these things. I think we all have. I don't believe anybody else does think that this is an ideal package, because the facts are that legally we don't have very much to offer. We are asking a lot from the employee without being able to say, "In return for that, you get this." And the one thing which I hated to see in here, frankly, was on page 3 where it says "tenure". That is one of our weak points, is that we say in effect that if there is a reduction-in-force people in the career service will receive preferential treatment - but legally we can't live up to that.

But my own feeling is - with all misgivings as to the pitfalls, and I think there are many of them there - I think it is a question of whether we go into this thing without eyes open or not. I think there are many risks which are "calculated risks", if you want to put it that way, in this program. And I think it is awfully important that when this is presented to the Director it is presented to him in that way, so that he understands - as I understand it, at least - that we recognize that this is not a perfect package, and that there are a lot of pitfalls in it, but even though it is controversial it is the best thing that we have been able to

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agree upon around this table. And then I think it is up to him to decide whether he wants to put this thing out as a package or piecemeal, or just now.

I really think that these are two separate points, and that they can both be settled much better at a conference between you and Harry or General Cabell and the Director, than they can here. I would personally like to recommend that course be followed.

25X1A9a [REDACTED] Could I say something as a layman and non-voting member of this Board? You have been kind enough to invite me here a number of times on these things. I am under the impression that the most competent senior administrative machinery has been applied to this thing for a long time. I can't see, for the life of me, how a further going back and going over it by the Personnel Office is going to emerge with a better plan than that which, after many months of soul searching has been arrived at by these senior people in the Agency who are going to have to live with it and suffer with it.

MR. REYNOLDS: No such thing is contemplated. I have no thought of scrapping anything that has been done. I simply want to be absolutely sure that we are as near right as we can be. My only reason for doing it is that at the moment we are operating two personnel programs, and I don't think we should. I don't think it is for the good of the people in this Agency as a whole, to do that, because this is a committee which virtually tells me what to do along the line of career service, which is nothing more or less than a sound personnel program. It's just as if you had a committee who told you how to operate in the North Asia Command. It really is, Ted.

[REDACTED] No, it's quite different. I submit, Harry, that that is not faintly analogous.

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[REDACTED] Who has a more vital interest in personnel policy than the operational people who have to use it?

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MR. REYNOLDS: That is right, and is there any reason, Ted, that you should think I would scrap the best brains of this Agency and try to do something new when this is the only way it can be done? All I wanted to do - because we are concerned with this thing day in and day out - is to put out this Regulation in as clear a form as it can be in. We may have to omit some things that we can't back up - like tenure, but to get it out as promptly as possible and then submit it to you in final form. Because we have

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professionals over there who know a lot about some of those things, and I think it can be done very much more expeditiously than it can be done by this committee.

MR. WHITE: I may put what I said in the form of a motion. I might preface it by saying I don't think there is much more - before this paper - to be accomplished. I would like to make a motion.

MR. KIRKPATRICK: I have two motions before the Board, so if you are submitting another one it should be a modification. Motion No. 1 is that my resignation as Chairman of the CIA Career Service Board be accepted forthwith; and Motion No. 2 is that this Board dissolve itself forthwith.

MR. WHITE: I would like to modify your first motion, then, in this way - to say that you have pioneered this program, and that Mr. Reynolds, who is going to share the burden of implementing it, seek a conference with the Deputy Director and/or the Director, and decide as to whether you shall continue as the Chairman of this Board or whether Mr. Reynolds shall succeed you, at what time, and so forth.

MR. BAIRD: Mr. Chairman, I'd like to second both of your motions and speak on them.

MR. KIRKPATRICK: Which motions are you seconding?

MR. BAIRD: Yours. I addressed my statement to you. I have been at this longer than I think anybody here--

MR. KIRKPATRICK: I think you and Dick and I will have to stand together on that, with the qualification that I was out for 8 months.

MR. BAIRD: No, I will say this - that was one of the reasons General Smith asked me to come into the Agency in the first place. From January 3 to July 3, 1951, one of the things the Office of Training did was to put out a proposal for a career service program in CIA. It was given to the Director on July 3, 1951. One of the recommendations in that proposal was that this proposal now be turned over to the AD for Personnel for implementation. The Director acted upon that career service proposal by establishing a Career Service Board and appointing the Assistant Director for Personnel as Chairman. I think one of the reasons that all of that back history was done was because the then Director did not feel that the Personnel Office as constituted in 1950 and 1951 was competent to devise and implement a career service program. From then until Mr. Reynolds became Assistant Director for Personnel, I feel that the Career Service Board and the Office

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of Personnel had been at odds. I do not feel that we got the cooperation that was necessary for the implementation of any career service program in the Agency. With the coming of Mr. Reynolds as Assistant Director for Personnel, and the confidence that the Director and the Deputy Director placed in him, and that we all place in him, I think that we can no longer act at cross-purposes and accomplish anything if we are going to work at cross-purposes with the Office of Personnel. So I second both of your motions.

MR. KIRKPATRICK: I think the quickest way to reconcile this is: Is anyone opposed to those two motions?

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██████████ May I ask one question before we go forward? Does this mean that the idea of announcing this program around 1 July, or whatever the date set, has now been abandoned?

MR. KIRKPATRICK: It means that anything planned from henceforth on is in the hands of the Office of Personnel.

MR. REYNOLDS: I will answer that by saying, "Yes - we are NOT ready for it and won't be ready for it on 1 July."

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██████████ I'd like to make a brief statement and that is that I think the main thing, in the relatively short time that I have been on this Board, that we have succeeded in accomplishing here is instilling into all ranks and levels of this Agency the idea that career service is important and that something has got to be done about it; and that it is the responsibility of everybody from the lowest supervisory level up to the top, to participate in this, and that it is not something that can be forced upon or imposed upon or layered over this Agency by a Personnel Office or anybody else - that it has to be a part of and built into this outfit, and built into the people who have to live with these personnel every day, and to whom they are not numbers on a card but are living, breathing, human beings who are walking up to your desk and saying, "How about this, chum?" So I do hope this rather precipitous and undignified manner of dissolving ourselves - I do hope that the system that comes out of it does not turn to former systems because those former systems have been unworkable - and that that business of building into the whole structure of this outfit will be maintained.

MR. WHITE: I am opposed to the motion until it incorporates into it my modification. I'd like to say this, that I don't know that it is at

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all proper for this Board to either accept Kirk's resignation or dissolve itself. After all, we weren't put here by popular vote - we were put here by the Director.

MR. KIRKPATRICK: I assume in the motion that it be recommended to the Director that this be done.

MR. WHITE: That is why I think my motion is a much more appropriate motion than yours without my modification, because my motion doesn't disturb the equilibrium of this Board or dissolve this Board in any undignified fashion, but requires the two people with principal interest in this thing to go to the Director and discuss it. I think it is much more appropriate that that be done than that we pass a resolution here that Kirk resign and that the Board be dissolved. I'd like to ask that the Board give that some consideration, but first make sure that we know just what motion we are voting on.

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MR. [REDACTED] I have a question on a point of order. It is my recollection that we approved the dissolution of this Board and the establishment of a new Board with a different Chairman, and with the Inspector General as a member, and the timing seems to be the only question that arises. We don't have to re-vote on what we have already approved.

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[REDACTED] But we had a very specific contingency in there that the Board would be disbanded at the time this plan was announced. So the vote of the Board should be as to whether its former motion stands, in effect, or Mr. Reynold's motion is accepted.

MR. REYNOLDS: I haven't made any motion, I just made a proposal for consideration.

MR. WHITE: I'd like to urge that my motion be voted on

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MR. [REDACTED] I think part of it is out of order. I think you should rephrase your motion as to the first part to go to the Director to decide when we implement what we have already agreed upon.

MR. WHITE: I would be glad to adopt any suggestion.

MR. KIRKPATRICK: I would like to suggest a further amendment to that particular motion. I would like to suggest that the entire Board, rather than Mr. Reynolds and myself, discuss this with the Director at his convenience, and the Deputy Director.

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MR. [REDACTED] I'll buy that.

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[REDACTED] Now who is the parliamentarian who sorts all of this out?

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MR. WHITE: Kirk, I'm not sure that is the best way to do it. I think you pioneered this program and you know what has gone into it, and Harry is going to have to implement it. I am seriously not sure that is the best way to sort this out.

MR. KIRKPATRICK: Well, there is one issue we are all skirting around, which we might as well face up to, and that is that the Personnel Office is unhappy with the present program, doesn't think it can be implemented with the speed the Career Service Board wishes to implement it, and therefore we are not pulling on the same team with the same strength. Now that is the basic issue - why prolong it? Let's not look aside, let's get right at it.

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[REDACTED] If the Personnel Office feels that way about it they have a good forum for discussing it right here. I represent one Deputy Director, and it is a lead pipe cinch that no program is going in with the nonconcurrence of all three. So I don't see what is the matter with this forum. If we aren't all pulling together why doesn't the Personnel Office revise the program and bring it before this Board?

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[REDACTED] I'd like to make a comment, because I am very concerned. I have served on many of these task forces. On every one the Office of Personnel has been represented. To my knowledge we have done our best to get agreement across the Board. Frankly, Mr. Reynolds, I have a fear we are going into another one-year delay in trying to implement these things we have hassled over. Any one of these problems can be opened up and then the main spring is going through the ceiling. And time is most important on our side of the house. Our people are waiting for SOMETHING, and I think we have to do it soon.

MR. REYNOLDS: I'll answer that by saying that I am fed up with those task forces and I think it is time to get it by command, and I think if this Board will recommend to the Director that certain things be done by command - but be damn sure that what we are proposing to him can be carried out legally. I'll do it any way you people want, because naturally I know, Dick, that anything that doesn't have the concurrence of the DD Offices - would be absurd and just wouldn't work. All I want to do is to try to get this thing on wheels as fast as possible, and my only contention for saying that I'd like the conversion made now is that we are in this business 100 percent of the time and we think we may be able to come up with

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something - using this as a basic framework - which we can get through a little faster if it is all in our Office.

25X1A9a [REDACTED] But you have to bring it before a Board anyhow.

MR. REYNOLDS: It can be either passed to the major components, or, much better, my concept would be that this very group around this table would sit--

25X1A9a [REDACTED] I don't see the two things happening together. One is dissolution of the Board and one is rewriting this career service paper.

25X1A9a MR. REYNOLDS: Well, upon dissolution of this Board another Board is automatically created - as [REDACTED] pointed out - we have done this.

25X1A9a MR. [REDACTED] If you say "upon completion of THIS program" - is this the last one?

MR. KIRKPATRICK: The insurance program.

MR. BAIRD: Well, General, the trouble is that we aren't nearer completion of the program because the AD for Personnel wants to extend it. The trouble with Red's motion is that we are merely prolonging a situation which is not new, and that if the AD for Personnel is going to have the responsibility for this, which I think he should, he wants it NOW. I think we are merely, in his eyes anyhow, impeding progress by not giving it to him now.

MR. KIRKPATRICK: Well, I think in view of the time, and I know all of you want to get away, I would like to recommend that the Board accept, as of this moment, Colonel White's motion that Mr. Reynolds and the Chairman of the Board discuss with the Director the question of timing, which is the major issue involved, at the Director's earliest convenience.

MR. BAIRD: You are then withdrawing your motion?

MR. KIRKPATRICK: Just a moment - I haven't finished. I intend, however, with no disrespect intended for the Board, to submit in writing to the Director tomorrow morning, my resignation as Chairman of the CIA Career Service Board with the reasons stated therefor.

25X1A9a [REDACTED] But you are taking that action as an individual?

MR. KIRKPATRICK: I am taking that action as an individual. Is Colonel White's motion as I described it, acceptable? Any further discussion? Any new business? Stand adjourned.

. . . The Meeting adjourned at 5:30 p.m. . . .

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